



THOMAS L. GARTHWAITE, M.D.
Director and Chief Medical Officer

FRED LEAF
Chief Operating Officer

COUNTY OF LOS ANGELES
DEPARTMENT OF HEALTH SERVICES
313 N. Figueroa, Los Angeles, CA 90012
(213) 240-8101

BOARD OF SUPERVISORS

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June 3, 2004

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear Supervisors:

**AGREEMENT AMENDMENT No. H-207566-2
WITH THE WORKER EDUCATION AND RESOURCE CENTER, INC.
and TOBACCO SETTLEMENT FUNDING FOR THE
HEALTH CARE WORKFORCE DEVELOPMENT PROGRAM
(All Districts) (3-Votes)**

IT IS RECOMMENDED THAT YOUR BOARD:

- Approve and authorize the Director of Health Services, or his designee (hereafter Director), to execute an agreement amendment substantially similar to Exhibit I, with the Worker Education and Resource Center, Inc. (WERC) in the amount of \$3,653,105 for FY 2004-05, to continue to provide personnel, program support services, and central office and instructional space for the Health Care Workforce Development Program (WDP).
- Approve the transfer of \$6.0 million in Tobacco Settlement funds from the Health Services 2004-05 Proposed Budget for Tobacco Settlement Programs to Health Services Administration to cover the County's share of cost for the WDP through FY 2004-05.

PURPOSE/JUSTIFICATION OF THE RECOMMENDED ACTIONS:

The Department of Health Services (DHS) is recommending approval of the agreement amendment with WERC to continue the collaboration with SEIU Local 660 in the implementation of the WDP, a joint-labor management training and education program for DHS employees (i.e., incumbent workers).

The transfer of Tobacco Settlement funds enables the County to meet its share of cost, under the 1115 Waiver Extension Agreement, for WDP costs projected through 2004-05. Under that Agreement, the State and the County have a 2 to 1 share of cost, respectively. As we previously advised the Board, the County intended to meet its share of cost for WDP by allocating a portion of local Formula Workforce Investment Act (WIA) funds administered by the Department of Community and Senior Services (DCSS), specifically funds for training of "dislocated" (i.e., laid-off) workers. Other Local WIA funds had restrictions (e.g., income requirements) which DHS employees were not expected to meet. While the County has been able to claim approximately \$1.3 million in WDP costs against these Local WIA funds, the State has confirmed that only those costs associated with DHS employees who receive a lay off notice can continue to be claimed using these funds. Therefore, this funding cannot be used for the training of current DHS employees (i.e., incumbent workers), who comprise most of the participants now enrolled in WDP. Since the formal establishment of the WDP in FY 2001-02, the program has been supported primarily by State Discretionary Workforce Investment Act (State Discretionary WIA) funds.

FISCAL IMPACT/FINANCING:

The estimated cost of the FY 2004-05 WDP program is \$9.5 million; which brings the projected total WDP costs through FY 2004-05 to approximately \$22.0 million. At the 2 to 1 sharing ratio, the County's share of the total projected costs of \$22.0 million is \$7.3 million. As indicated above, approximately \$1.3 million in Local WIA funds have been used to cover WDP costs to date. In order to meet the County's share of cost through 2004-05, the Department is proposing to use \$6.0 million in Tobacco Settlement funds already reflected in the 2004-05 Proposed Budget for Health Services. If approved by the Board, this transfer of \$6.0 million will be accomplished in the Final Changes phase of the budget process by shifting funds from the Health Services Tobacco Settlement Programs budget to the Health Services Administration budget. To the extent possible, the County will continue to claim eligible training costs against local WIA funds for DHS employees who receive a lay off notice.

With a \$6.0 million County share, the balance of the estimated \$9.5 million in 2004-05 costs would be covered by \$3.5 million in State Discretionary WIA funding, administered by DCSS. Formal award of these funds is expected in June 2004.

FY 2004-05 contract costs for WERC are \$3,653,105, which is included in the \$9.5 million estimate above. Contract costs include personnel, program support services, and central office and instructional space for WDP. The balance of the \$9.5 million is for training programs such as the Nursing (both LVN and RN and specialty), required certification of phlebotomists, Medical Records Coding, pre-nursing coursework, adult basic education, clerical skills, Spanish, computer literacy, and 22 budgeted County positions that support the WDP.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Background

The overall structure of the WDP and the respective roles and responsibilities of DHS, CSS, and SEIU Local 660 in the development, administration, and implementation of WDP was described in a July 30, 2001 report

to the Board. DHS would retain authority for program administration and oversight of WDP, and ensure that training-related 1115 Waiver requirements are met while SEIU Local 660 would provide administrative support and personnel for WDP through a Board-approved contract.

In December 2001, SEIU Local 660 established the Worker Education and Resource Center, Inc. ("WERC") to provide the vehicle for the joint collaboration with the County in the implementation of WDP.

On June 11, 2002, the Board approved Agreement No. H-207566 with WERC to provide personnel for the joint planning, design, and implementation of training and educational programs for the DHS workforce. Under the agreement, WERC also provided program support services such as consultants for research, travel, and support for the Labor Management Training Board ("LMTB") and Advisory Board. WERC also provided 8,000 square feet in central office space for both County and WERC staff and instructional space located at 500 S. Virgil Avenue, Los Angeles at the CAO-approved rate of \$1.30 per square foot per month for a total of \$10,400 .per month; the \$1.30 rate remains fixed through June 30, 2005.

On June 17, 2003, the Board approved Amendment No. 1 to the agreement with WERC, extending the term to June 30, 2004.

As of March 31, 2004, seven (7) dislocated workers are currently enrolled in WDP training programs, and 5,714 DHS employees are enrolled or have completed trainings sponsored by the WDP since FY 2000-01.

Agreement Amendment No. 2 with WERC

Under the agreement amendment, the number of full-time staff is 27, along with 6 part-time instructors. Program support services such as consultants for research, travel, and support for the LMTB and Advisory Board continue under this amendment. All travel will continue to require the prior written approval of the Director. Central office and instructional space will also continue to be provided. Monthly rental for the 8,000 square feet of space remains unchanged at the previously CAO-approved rate of \$1.30 per square foot per month for a total of \$10,400 per month.

The amendment is effective July 1, 2004 through June 30, 2005. The County's maximum obligation for FY 2004-05 is \$3,653,105 consisting of personnel, program support services including travel and consultants, training supplies, and recurrent telecommunications costs. With the exception of rental costs, billing to the County is monthly in arrears.

The amendment continues to require the reconciliation of payments made by the County to contract costs incurred through March 31 of each fiscal year. Overpayments to WERC, if any, would be offset against future County payments due to WERC.

The amendment allows the Director to adjust up to 10% of any direct cost budget line item with the exception of the Tenant Improvement, Space Costs, and Travel and Mileage items as long as the maximum obligation is not exceeded. The amendment continues to allow the Director to increase or decrease the maximum obligation up to fifteen percent (15%) with notification to the CAO, subject to availability of funding.

CONTRACTING PROCESS:

Advertisement of the agreement amendment with WERC on the Countywide Office of Small Business Website would not be appropriate, as the implementation of WDP is a collaboration with SEIU Local 660 via WERC. Further, the services to be provided are professional in nature. Additionally, they are temporary in duration as the 1115 Waiver and the WDP are currently scheduled to end in June 2005.

IMPACT ON CURRENT SERVICES:

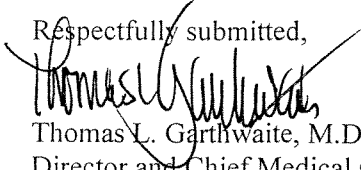
The Department continues to focus its training efforts in the priority areas of supporting 1115 Waiver initiatives and addressing critical shortage areas in nursing classifications. To the extent possible, trainings are scheduled at times and intervals to minimize disruption to service delivery and work schedules.

WDP continues to coordinate with facility administrators to minimize impact on patient services when employees are released to attend training programs.

Attachments A and B (the Training and Implementation Plan for FY 2004-05), provides additional information.

When approved, this Department requires three signed copies of the Board's action.

Respectfully submitted,



Thomas L. Garthwaite, M.D.
Director and Chief Medical Officer

TLG:sh

Attachments

c: Auditor-Controller
Chief Administrative Officer
County Counsel
Director of Community and Senior Services
Executive Officer, Board of Supervisors

SUMMARY OF AGREEMENT AMENDMENT

1. TYPE OF SERVICE:

Personnel, program support, and central instructional and office space services to collaborate with the County in the planning, design, and implementation of training under the Health Care Workforce Development Program.

2. CONTRACTOR/ADDRESS AND CONTACT PERSON:

Worker Education and Resource Center, Inc.
500 S. Virgil Avenue, Suite 200
Los Angeles, CA 90020

Annelle Grajeda, Executive Director

3. TERM:

July 1, 2004 through June 30, 2005.

4. FINANCIAL INFORMATION:

The FY 2004-05 maximum obligation is \$3,653,105.

5. GEOGRAPHIC AREAS (EMPLOYEES) SERVED:

Employees of the Department of Health Services.

6. ACCOUNTABLE FOR MONITORING:

Kate Edmundson, Acting Director of Human Resources

7. APPROVALS:

Chief Operating Officer:

Fred Leaf

Contract Administration:

Irene Riley

County Counsel (approval as to form):

Elizabeth Friedman, Senior Deputy County Counsel

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County Counsel (approval as to form):	Elizabeth Friedman, Senior Deputy County Counsel

**HEALTH CARE
WORKFORCE DEVELOPMENT PROGRAM**

TRAINING IMPLEMENTATION PLAN
FISCAL YEAR 2004-05

**LOS ANGELES COUNTY DEPARTMENT OF HEALTH SERVICES
SERVICE EMPLOYEES INTERNATIONAL UNION LOCAL 660**

Introduction

This Training Implementation Plan (TIP) for Fiscal Year (FY) 2004-05 is designed to complement the Workforce Development Plan (WDP) five-year Workplan for FY 2000-05. The purpose of the TIP is to provide specific goals, objectives, and expected outcomes and a broad overview of the budget for FY 2004-05. Additional detail regarding the overall program, its purpose and long-term objectives, may be found in the Work Plan.

In fiscal year 2003-04, Department of Health Services (DHS) and the Service Employees International Union (SEIU) Local 660, in concert with the Community and Senior Services Department (CSS) implemented many educational initiatives sponsored by the Health Care Workforce Development Program (HCWDP). In the beginning of FY 03/04, HCWDP prepared to provide services for dislocated workers in anticipation of an organizational downsizing in July 2003. Fortunately the great majority of lay-offs were averted and HCWDP only served a small number of dislocated workers by providing an intensive medical record coding program.

Highlights of training initiatives in FY 03/04 included two registered nurse educational programs, two licensed vocational nurse training programs, and nine science pre-requisite courses. HCWDP initiated comprehensive preparatory and remedial courses to prepare employees to enter career path programs at three training sites adjacent to the major hospitals. HCWDP also initiated a Spanish language course for health care providers on site at five hospitals and two clinics. With these and other continuing programs, HCWDP provided training and education services to over 3,000 DHS employees.

In FY 03/04 HCWDP expanded the DHS training infrastructure by upgrading and renovating computer training labs on four of the hospital campuses. HCWDP also upgraded two clinical laboratories used for nursing education at two hospital sites.

The HCWDP Research group completed the labor market and skills analysis update of the Los Angeles County health care sector. The comprehensive report and findings are useful in guiding HCWDP towards emerging training areas that will lead to stable health care occupations and improve the delivery of care.

In fiscal year 2004-05, HCWDP will support the close to 100 DHS employees currently enrolled in our long-term part-time registered nurse and licensed vocation nurse programs with concurrent remediation programs, supported by HCWDP coaches and tutors. The support will continue as the graduates pass their licensure exams and are placed and mentored in County hospitals. HCWDP will commence new nursing class groups in the fall and winter quarters, as the current participants approach completion and graduate. HCWDP- trained nurses will be entering nursing service in FY 04/05.

HCWDP will offer new initiatives in allied health care professions such as phlebotomy and unit clerk, and portable skills in the area of information technology and cultural competency. HCWDP will expand instructional capacity in order to offer more courses on site to avail participation before and after work shifts, to complement the long-term, part-time career path programs that require release time from work.

Table I outlines the training goals and outcomes for fiscal year 2004-05.

Budget/Funding

The HCWDP budget for FY 04/-05 is \$8,795,000. The State is putting forward approximately \$2.8 million of Governor's Discretionary Workforce Investment Act funds and the County is providing \$6 million. The County contribution this fiscal year complies with the County obligation to provide one third of the \$40 million earmarked for HCWDP as part of the terms and conditions of the 1115 Waiver Demonstration Project. The County funds can be used to provide staff support for the hospitals that are releasing DHS employees for long-term nursing programs. This has been a critical concern to ensure patient care while DHS employees are participating in part-time nursing programs.

The following table summarizes the FY 04/05 budget:

<u>Department</u>	<u>State</u>	<u>County</u>	<u>Total</u>
DHS – FY 04/05	\$2,795,000	\$6,000,000	\$8,795,000
CSS – FY 04/05	\$705,000		\$705,000
TOTAL for FY 04/05	\$3,500,000	\$6,000,000	\$9,500,000
TOTAL expenditures in previous years (FY 02/03 – 03/04)	\$11,293,000	\$1,327,000	\$12,620,000
TOTAL at end of FY 04/05	\$14,793,000	\$7,327,000	\$22,120,000

Of the \$8.8 million allocated to DHS, a portion of these dollars will be contracted to the Worker Education and Resource Center (WERC is affiliated with SEIU Local 660) for program management and instructional purposes. Staff under this contract will be responsible for assisting DHS in the planning, design and implementation of all training and educational programs of the HCWDP.

Additionally, approximately \$3 million of the allocation for DHS programmatic expenditures will be contracted to various training providers who will be responsible for training programs in the specific training areas. Training providers include local community colleges, school districts, regional occupational programs, and independent vendors. The Director of Health Services will establish contracts with these individual training providers using the authority delegated to him by the Board to enter into contracts under \$300,000. The Department will notify the Board of all approved contracts and their progress through quarterly reports.

Training Implementation Plan
Fiscal year 2004-2005
Health Care Workforce Development Program
Table I: Training Outcomes

Training Outcomes
Program goals

FY 04/05
projected

Goal 1: Implement training programs linked to specific waiver-mandated initiatives to stabilize the system, create efficiencies, and increase revenue.

Patient financial services employees
Clinical resource management: inpatient clinical pathways – clinicians *
Itemized data collection: medical record coders (18 mon program)
Sub-total

100
200
50
350

Goal 2: Implement training programs that address critical labor shortages by training employees to promote into needed occupations. The emphasis on nursing services will also support retention of existing staff by improving the work environment with precepting, mentoring and ward clerk programs.

Nursing – specialty (dialysis, ICU, ER)
Nursing – skills enhancement
Nursing – Licensed vocational nurses
Nursing – Registered nurses
Nursing - Science Pre-requisites
Nursing -Precepting
Clerical skills - Unit clerk
Other - to be identified (Phlebotomy, Rad Tech, Phar Tech, etc.)
Sub-total

100
150
50
75
100
50
350
200
1075

Goal 3: Mitigate the impact of layoff by preparing employees with portable skills that are transferable to other available positions and jobs.

Communications/Customer Service
Preparatory classes (study skills, basic math, English, etc.)
Information Technology
Spanish language for health care workers – basic and advanced
Cultural Competency
Transition Support : Professional and Personal Skills
Other portable skills programs to be identified

750
1200
300
500
50
100
150
3,050
4,475

Sub-total

TOTAL

WORKFORCE DEVELOPMENT PROGRAM
PROGRAM SUPPORT AND SPACE SERVICES AGREEMENT
AMENDMENT NO. 2

This AMENDMENT is made and entered into this _____ day
of _____, 2004,

by and between COUNTY OF LOS ANGELES (hereafter
 "County"),

and WORKER EDUCATION AND RESOURCE
 CENTER, INC. (hereafter
 "Contractor").

WHEREAS, reference is made to that certain document
entitled "WORKFORCE DEVELOPMENT PROGRAM - PROGRAM SUPPORT
SERVICES AGREEMENT", dated June 11, 2002, and further identified
as County Agreement No. H-207566 and Amendment No. 1 thereto
(hereafter "Agreement"); and

WHEREAS, it is the intent of both parties to amend
Agreement to extend the term and make certain modifications to
the Agreement and its Exhibits; and

WHEREAS, Agreement requires that modifications to Agreement
shall be made in the form of a written amendment which is
formally approved and executed by the parties.

NOW, THEREFORE, the parties hereto agree as follows:

1. The effective date of this Amendment No. 2 shall be
July 1, 2004;

2. Subparagraph A of Paragraph 1, TERM, shall be amended to read as follows:

"1. TERM:

"A. The term of this Agreement shall be extended to and including June 30, 2005, unless sooner terminated or canceled. The effective date of this Amendment No. 2 shall be July 1, 2004."

3. Subparagraph B of Paragraph 1, TERM, shall be deleted in its entirety.

4. For FY 2004-05 extension period, Paragraph 5, BILLING AND PAYMENT, shall be amended to read as follows:

"5. BILLING AND PAYMENT: County agrees to compensate Contractor for services and space provided pursuant to Exhibits A-2 and B, attached hereto. Contractor shall be compensated in accordance with Exhibit D-2, Billing and Payment, attached hereto and incorporated herein by reference.

"Upon written approval from Director, Contractor may reallocate among all direct cost budget line items with the exception of Tenant Improvement, Space - Central Office, and Travel and Mileage line items, up to ten percent (10%) of the amount for the original budget line item during any one fiscal year as long as the Maximum Obligation of County is not exceeded."

5. The following subparagraph "B" shall be added to Paragraph 6, COUNTY'S MAXIMUM OBLIGATION:

"6B. County's maximum obligation for the period July 1, 2004 through June 30, 2005 shall be Three Million Six Hundred Fifty Three Thousand, One Hundred Five Dollars (\$3,653,105)."

6. Paragraph 44 of the Additional Provisions, CONTRACTOR RESPONSIBILITY AND DEBARMENT, shall be replaced in its entirety as follows:

"44. CONTRACTOR RESPONSIBILITY AND DEBARMENT:

"A. A responsible Contractor is a Contractor who has demonstrated the attribute of trustworthiness, as well as quality, fitness, capacity and experience to satisfactorily perform the Agreement. It is the County's policy to conduct business only with responsible contractors.

"B. The Contractor is hereby notified that, in accordance with Chapter 2.202 of the County Code, if the County acquires information concerning the performance of Contractor on this or other contracts which indicates that Contractor is not responsible, the County may, in addition to other remedies provided in the Agreement, debar Contractor from bidding or proposing on, or being awarded, and/or performing work on County agreements for a specified period of time not to exceed three (3) years, and terminate any or all existing agreements Contractor may have with the County.

"C. County may debar a contractor if the Board of Supervisors finds, in its discretion, that the Contractor has done any of the following:

"(1) violated a term of a contract with the County of a nonprofit corporation created by the County,

"(2) committed an act or omission which negatively reflects on the Contractor's quality, fitness or capacity to perform a contract with the County, any other public entity, or a nonprofit corporation created by the County, or engaged in a pattern or practice which negatively reflects on same,

"(3) committed an act or offense which indicates a lack of business integrity or business honesty, or

"(4) made or submitted a false claim against the County or any other public entity.

"D. If there is evidence that Contractor may be subject to debarment, the Director of Health Services will notify Contractor in writing of the evidence which is the basis for the proposed debarment and will advise Contractor of the scheduled date for a debarment hearing before the Contractor Hearing Board.

"E. The Contractor Hearing Board will conduct a hearing where evidence on the proposed debarment is

presented. Contractor and/or Contractor's representative shall be given an opportunity to submit evidence at that hearing. After the hearing, the Contractor Hearing Board shall prepare a tentative proposed decision, which shall contain a recommendation regarding whether Contractor should be debarred, and if so, the appropriate length of time of the debarment. Contractor and the Director of Health Services shall be provided an opportunity to object to the tentative decision prior to its presentation to the Board of Supervisors.

"F. After consideration of any objections, or if no objections are submitted, a record of the hearing, the proposed decision and any other recommendation of the Contractor Hearing Board shall be presented to the Board of Supervisors. The Board of Supervisors shall have the right to modify, deny or adopt the proposed decision and recommendation of the Hearing Board.

"G. These terms shall also apply to subcontractors of Contractor."

7. Exhibit A-1, the SCOPE OF WORK, shall be replaced in its entirety by Exhibit A-2, attached hereto and incorporated herein by reference, for the July 1, 2004 through June 30, 2005 extension period.

8. Exhibit C-1, the BUDGET, shall be replaced in its entirety by Exhibit C-2, attached hereto and incorporated herein by reference, for the July 1, 2004 through June 30, 2005 extension period.

9. Exhibit D-1, the BILLING AND PAYMENT exhibit, shall be replaced in its entirety by Exhibit D-2, attached hereto and incorporated herein by reference, for the July 1, 2004 through June 30, 2005 extension period.

10. Except for the above referenced changes, Agreement is not modified in any other manner.

IN WITNESS WHEREOF, the Board of Supervisors of the County of Los Angeles has caused this Amendment to be subscribed by its

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Director of Health Services and Contractor has caused this
Amendment to be subscribed in its behalf by it duly authorized
officer, the day, month, and year first above written.

COUNTY OF LOS ANGELES

By _____
Thomas Garthwaite, M.D.
Director and Chief Medical Officer
Department of Health Services

WORKER EDUCATION AND RESOURCE CENTER, INC
Contractor

By _____

Printed Name

Title _____

APPROVED AS TO FORM
BY THE OFFICE OF THE COUNTY COUNSEL
LLOYD W. PELLMAN
County Counsel

By _____
Deputy

APPROVED AS TO CONTRACT
ADMINISTRATION:

Department of Health Services

By _____
Irene Riley, Director
Contract Administration

SH:\WERC Amendment FY 2004-05.doc

SCOPE OF WORK

The Workforce Development Program ("WDP") is a Los Angeles County and Service Employees International Union Local 660 joint labor/management education and training program. In accordance with the Workforce Development Program Workplan and Workforce Development Program Training Implementation Plan approved by the Board of Supervisors on September 25, 2001 and pursuant to State approval of the Workforce Development Program Application Request for the Governor's 15% Workforce Investment Act (WIA) funds for incumbent workers (February 22, 2002), Contractor agrees to provide program staff, program support services, and office and instructional space for WDP. Specifically, the following will be provided:

- Personnel to assist and support the Department of Health Services in the planning, development, and implementation of training and educational programs funded under WDP. The duties of the staff to be provided by Contractor are described in Attachment A2-2 (Pages 1-5) to this Exhibit.
- Program support services for the Labor Management Training Board ("LMTB"), Advisory Committee, and WDP Staff, including travel, education, and consultant services. A more detailed description of these services and costs is provided in Attachment A2-2 (Pages 6-7) to this Exhibit.
- Office space for central WDP administrative staff as well as

instructional space for WDP educational programs. Central administrative staff is comprised of both Contractor-employed and County-employed personnel. The office and instructional space to be provided by Contractor (through a contract between Contractor and SEIU Local 660) and value of such space are described in Exhibit B.

Contractor shall bill County for services in accordance with the billing and payment provisions of Exhibit D-2.

Personnel:

WERC staff will work in partnership with DHS staff on all aspects of WDP planning and implementation, providing some similar and some unique functions, in a team environment.

Position	Duties & Tasks	Deliverables	Timeframe
Director	<ul style="list-style-type: none"> Oversee the operation of HCWDP's central office and satellite offices Establish and oversee coordination of Project team work Recommend for hire HCWDP staff Supervise and evaluate HCWDP staff Supervise the identification of educational providers and evaluate their performance Ensure the timely submission of reports to the BOS, EDD, Waiver office, Labor/Management Training Board, WERC Board Ensure the timely submission of invoices Convene the Training and Advisory Boards Responsible for the establishment of WERC as an ongoing entity, by seeking additional funding sources to supplement Waiver funds Coordinate WERC's overall performance as Contractor to DHS Ensure WERC compliance with all required regulations, terms and conditions Participate in audits and monitoring of WERC performance 	<ul style="list-style-type: none"> Report monthly to DHS and the WERC Board on activities and outcomes Convene monthly Labor/Management Board Facilitate quarterly Advisory Board Complete hiring of up to 55 staff members, including DHS and WERC Establish all contracts and purchase orders with vendors Identify three new funding sources Provide all required program and fiscal reports Manage the implementation of 13 training initiatives and provide ongoing reports as to numbers of participants 	Monthly
Senior Program Manager	<ul style="list-style-type: none"> Supervise, and evaluate project personnel Coordinate activities with appropriate WDP, DHS and CSS staff to promote program development, interpret policies and assist in the solution of difficult problems Monitor WERC personnel and administrative functions Coordinate the recruitment of WERC staff Coordinate hiring of WERC staff Manage daily human relations functions for WERC staff Review, analyze, and provide recommendations on rules, regulations and policy issues 	<ul style="list-style-type: none"> Written report to WERC Executive Board and Executive Director 	Monthly

Position	Duties & Tasks	Deliverables	Timeframe
Associate Directors for Educational Development (2)	<ul style="list-style-type: none"> Perform other complex tasks as assigned Supervise training teams Identify and evaluate potential training providers Evaluate curriculum and skill standards Oversee development of curriculum Provide guidance to training vendors Coordinate development and implementation of Coach/Tutor program Coordinate development and implementation of Adult Basic Education program Monitor the quality of training and educational programs Attend all team meetings Perform other complex duties as assigned 	<ul style="list-style-type: none"> Report to Executive Director re: Team activity/accomplishments for at least 5 regular educational initiatives per Associate Director One Director will be responsible for the comprehensive and multi-faceted Nurse Training Initiative in addition to the five regular educational initiatives The other Director will be responsible for the comprehensive and multi-faceted Adult Basic Education Training initiative in addition to the five regular educational initiatives Written list of all approved training vendors and potential vendors Evaluation report on each training initiative 	Monthly
Educational Specialists I (2)	<ul style="list-style-type: none"> Participate on appropriate Training Project Teams (at least three) Evaluate curricula and educational design for targeted training areas Observe training providers and provide technical assistance to enhance quality of training Provide information on skills standards and training compliance Research potential education initiatives and providers Attend all team meetings Other duties as assigned, including modeling instruction 	<ul style="list-style-type: none"> Report to Associate Director for Educational Development. 	Monthly
Educational Specialists II (2)	<ul style="list-style-type: none"> Produce written evaluation reports of training initiatives Produce written research reports regarding potential training initiatives, including costs, vendors, curriculum, instructors, labor market demands, economic and programmatic feasibility Participate on appropriate Training Project Teams (at 	<ul style="list-style-type: none"> Provide written reports to Associate Director for Educational Development. 	Monthly

Position	Duties & Tasks	Deliverables	Timeframe
	least three) <ul style="list-style-type: none"> • Evaluate curricula and educational design for targeted training areas • Observe training providers and provide technical assistance to enhance quality of training • Provide information on skills standards and training compliance • Research potential education initiatives and providers • Attend all team meetings • Other duties as assigned 		
Lead Instructor (3)	<ul style="list-style-type: none"> • Develop educational curriculum including instructor manual, student handouts, exercises, tests, and audio visual materials for customized system-wide training efforts such as Spanish for health care providers, basic computer literacy for health care providers, and adult basic education techniques and methods. • Produce educational materials • Research, evaluate and recommend training methods for other instructors. Provide train the trainer sessions in how to use methods. • Mentor other instructors in teaching methods and curriculum. • Meet with labor/management Project teams to review educational materials and curriculum. • Conduct classes, at least two 4-hour sessions two days per week (minimum 16 hours – up to 32 hours/week) 	<ul style="list-style-type: none"> • Comprehensive instructional program including completed curriculum – include ongoing revisions • Complete set of educational materials • Written report to AD of Education regarding training outcomes and evaluations • Maintain student lists, notes and progress reports 	Monthly
Full-time Instructors (4)	<ul style="list-style-type: none"> • Conduct at least three and up to four 4-hour sessions two days per week (minimum 24 hours – up to 32 hours/week) • Monitor student performance • Attend all team meetings • Other duties as assigned • Assist in curriculum development as needed 	<ul style="list-style-type: none"> • Provide written report of students and notes about their progress • Report to the Associate Director for Educational Development documenting participation and performance in the classes 	Weekly
Part-time Instructors (6)	<ul style="list-style-type: none"> • Conduct two classes per week – 16 hours of instruction • Monitor student participation 	<ul style="list-style-type: none"> • Provide written report of students and notes about their progress 	Weekly

Position	Duties & Tasks	Deliverables	Timeframe
	<ul style="list-style-type: none"> Attend team meetings as requested Assist in curriculum development as requested 	<ul style="list-style-type: none"> Report to the lead instructor 	
Coach/Tutor (3)	<ul style="list-style-type: none"> Participate on Training Project Teams Communicate with participants about coaching and tutorial services Coordinate coaching and tutoring services for participants Identify, orient and support tutors and coaches selected to provide services to students Coordinate transportation services for participants Coordinate childcare services for participants Monitor coach and tutor performance Attend all team meetings Other duties as assigned 	<ul style="list-style-type: none"> Report to the Associate Director of Education Provide written report of students and log support activities: meetings, phone calls, etc. Maintain and provide list of tutors Maintain and provide schedules of tutorial sessions 	Weekly
Coach/Tutor Assistant	<ul style="list-style-type: none"> Provides assistance to the Coach/Tutor coordinators in the smooth implementation of the Coach/Tutor programs Communicate with participants about coaching and tutorial services Coordinate logistics of tutoring and coaching services for participants Attend all team meetings Other duties as assigned 	<ul style="list-style-type: none"> Support activities of the Coach/Tutor component Provide written report of students and log support activities: meetings, phone calls, etc. Maintain lists of tutors and coaches Maintain schedules of tutorial sessions 	Weekly
Implementation Coordinators (3)	<ul style="list-style-type: none"> Coordinate and facilitates three Training Project Teams Communicate to facility-based staff about training opportunities Ensure proper selection and release process for each training initiative Work with facility-based managers to ensure smooth operation of training programs Secure locations and scheduling of training courses Monitor enrollment and paperwork for participants Attends all team meetings Other duties as assigned 	<ul style="list-style-type: none"> Report to the Associate Director for Planning and Placement regarding the operation of at least three Project Teams 	Monthly
Training Support Staff (2)	<ul style="list-style-type: none"> Coordinates transportation of training equipment and materials to training sites Ensure that central training sites have received proper 	<ul style="list-style-type: none"> Report to the Senior Program Manager Provide written reports as requested 	Ongoing

Position	Duties & Tasks	Deliverables	Timeframe
	<ul style="list-style-type: none"> materials for classes Coordinate with facility-based staff regarding onsite training sites Coordinate training site schedules Ensure secure storage of all training equipment Other duties as assigned 		
Program Support Clerk	<ul style="list-style-type: none"> Screen and refers calls Perform clerical tasks Reply to correspondence Prepare inter-office notices and bulletins Process invoices Type all billing letters File records after reconciliation Maintain adequate levels of all office and duplication supplies Oversee equipment and service needs at central office Place calls for equipment service Perform other duties as assigned 	<ul style="list-style-type: none"> Report to the Senior Program Manager Provide written reports as requested 	Ongoing
Data Systems Coordinator	<ul style="list-style-type: none"> Design and maintains database in compliance with all regulations regarding participant eligibility and training/service status Design system for data collection and maintenance Coordinate system design with DHS and CSS Ensure that computer systems support the maintenance of data regarding training activities Ensure that computer communications are functional to facilitate the transfer of data Perform other complex duties as assigned 	<ul style="list-style-type: none"> Report to Senior Program Manager Provide written reports as requested 	Monthly
Data Systems Technician	<ul style="list-style-type: none"> Assist in daily system operations Work on special projects Run pre-written programs and reports for monthly processing Run requested labels and computer reports Perform other duties as assigned 	<ul style="list-style-type: none"> Report to Data Systems Coordinator 	Ongoing

Research and Staff Development Consultants:

Consultants selected to accomplish the following goals will participate in a competitive bidding process with requests for proposals containing scope of work and deliverables tied to compensation.

Research

Goals	Tasks & Deliverables	Time frame	Cost
Research and Recommend Best Practices/Lessons Learned in Training Programs	<ul style="list-style-type: none">• Conduct a comprehensive literature review, identify programs, and develop a questionnaire or interview guide to examine local, national and Canadian healthcare training programs to assess impact on:• Systems or Employers (Back fill, scheduling, release, flexible staffing, worker supports)• Workers (coaching, tutoring, assessments, financial or other assistance)• Educational Providers/Partnering Institutions (contract negotiation, barriers to planning and implementation)• Innovative training programs and curricula from other institutional settings• Make recommendations to the LMTB and the sector on innovative approaches to recruiting and training workers• Develop and electronically disseminate a White Paper	1 st Quarter 2 nd and 3 rd quarters ongoing 4 th quarter	 \$90,000
Conduct a cohort study of trained workers to assess mobility, economic self-sufficiency, etc	<ul style="list-style-type: none">• Develop an interview guide, conduct assessments of worker's success and mobility• Make recommendations to LMTB, SEIU 660, DHS, and the Los Angeles County Board of Supervisors on lessons learned, barriers to worker mobility and success	2 nd quarter 4 th quarter	 \$50,000
Examine utility assessments at determining success in training programs	<ul style="list-style-type: none">• Analyze pass rates, grade point averages, and attrition for worker-participants in college based vocational upgrades to assess whether or not these factors correlate with their college entrance scores. (Analysis will include age and ethnic disparities).• Develop and electronically disseminate a White Paper	2 nd and 3 rd quarters	\$50,000

Develop special curriculum and training programs for innovative programs, based on specific requests from DHS facilities	<ul style="list-style-type: none"> Contract with specialists to design tailored curriculum for training programs when requested to respond to unanticipated needs identified by specific hospitals, clinics or public health programs. Contract with consultant specialists in the particular fields, or areas to design short-term courses and workshops in response to specific requests Contract with specialist consultants in innovative mentoring and coaching skills for particular class groups that are challenged with technical training in order to increase favorable outcomes from long-term training programs. 	ongoing	\$100,000
Analyze data sources for classifications identified with occupational shortages	<ul style="list-style-type: none"> Conduct a scan of all data sources within Los Angeles County public healthcare system and adjunct agencies for target classifications identified with occupational shortages Create an inventory of these data sources and analyze compatibility, comparability, and utility for workforce planning and forecasting; compare with private sector systems Make recommendations to Los Angeles County DHS, adjunct agencies, and the LMTB for best practices for research, consolidation, and use of data in addressing shortages 	1 st and 2 nd quarters 2 nd quarter 3 rd and 4 th quarter	\$60,000
TOTAL			\$350,000

Staff Development

Goals	Tasks & Deliverables	Cost	
Infrastructure and procedures development	<ul style="list-style-type: none"> Work with consultant to review and revise organizational procedures 	1 st quarter	\$10,000
Strategic Planning	<ul style="list-style-type: none"> Work with consultant to conduct biannual planning process including a one-day staff retreat Consultant to work with project teams or work teams to create effective plans. Computer and skills enhancement workshops as needed to enhance the skills of staff. 	1 st qtr 2 nd qtr	\$40,000
Training and Professional Development		ongoing	\$20,000
TOTAL			\$70,000

**COUNTY OF LOS ANGELES WORKFORCE DEVELOPMENT PROGRAM
WORKER EDUCATION AND RESOURCE CENTER, INC. BUDGET
FISCAL YEAR 04-05 BUDGET**

	FY 02/03	FY 03/04	FY 04/05
Personnel Costs - Staff Salaries and Benefits	\$ 1,289,115	\$ 1,860,165	\$ 2,199,046
Facilities & Communications:			
Tenant Improvement - furniture	\$ -	\$ 50,000	\$ 20,000
Space - Central Offices	\$ 124,800	\$ 124,800	\$ 124,800
Telecommunications:	\$ 50,000	\$ 60,000	\$ 45,000
Consumable Supplies	\$ -		
Office and training supplies	\$ 127,000	\$ 283,285	\$ 180,435
Travel and Mileage	\$ 226,542	\$ 111,696	\$ 67,996
	\$ -		
Consultant			
Research and Program Development	\$ 370,000	\$ 411,000	\$ 420,000
Coach, Tutor and Support Services	\$ -	\$ 450,000	\$ 200,000
Total Direct Costs	\$ 2,187,457	\$ 3,350,946	\$ 3,257,277
Indirect Costs @ 18% of SEB	\$ 232,041	\$ 334,830	\$ 395,828
Total	\$ 2,419,498	\$ 3,685,776	\$ 3,653,105

Notes:

1. Training supplies for books, manuals, training tapes, CDs, etc.

2. Includes coaches, tutors and costs of childcare and other support services.

Estimated Budget
Workforce Development Project
Fiscal Year 2004-05
Service Employees International Union - WERC
Administrative and Program FTEs

Budget FTEs		Comparable Co. Items	D #	FTEs	#	F	FY 2004-05 Salary	H = F * D	J = H * EB	L = H + J	R = L * N	V = R + T	
								Total salary	Empl. Benefits 35%	Total FTE S&EB	Annual FTE Program Costs	Annual FTE Total Costs	
Director - WDP		R-12		1		\$	110,376	\$	38,632	\$	149,008	\$	149,008
Senior Program Manager		Sr. Staff Anal		1		\$	78,500	\$	27,475	\$	105,975	\$	105,975
Associate Director of Educational Development		R-9		2		\$	160,000	\$	56,000	\$	216,000	\$	216,000
Educational Specialist II				2		\$	72,000	\$	50,400	\$	194,400	\$	194,400
Educational Specialist I				2		\$	68,000	\$	47,600	\$	183,600	\$	183,600
Data Systems Coordinator		DS Coord		1		\$	62,000	\$	21,700	\$	83,700	\$	83,700
Instructors - Lead				3		\$	186,000	\$	65,100	\$	251,100	\$	251,100
Instructors				4		\$	240,000	\$	84,000	\$	324,000	\$	324,000
Instructors - Part-time					6		228,000	\$		\$	228,000	\$	228,000
Coach/Tutor		Asst Staff Anal		3		\$	165,000	\$	57,750	\$	222,750	\$	222,750
Implementation Coordinator		Asst Staff Anal		3		\$	165,000	\$	57,750	\$	222,750	\$	222,750
Coach/Tutor Assistant				1		\$	50,000	\$	17,500	\$	67,500	\$	67,500
Data Systems Technician		DS Aide		1		\$	42,000	\$	14,700	\$	56,700	\$	56,700
Program Clerk		Staff Asst I		1		\$	36,000	\$	12,600	\$	48,600	\$	48,600
Training Support Clerk		Staff Asst I		2		\$	72,000	\$	25,200	\$	97,200	\$	97,200
TOTAL				27	6	\$	1,874,876	\$	576,407	\$	2,451,283	\$	2,451,283
LESS: SALARY SAVINGS		10.29%					(192,925)		(59,312)		(252,237)		(252,237)
NET TOTAL							\$ 1,681,951	\$	517,094	\$	2,199,046	\$	2,199,046
PERCENT OF TOTAL COSTS											100%		100%

Travel and Mileage

Travel costs include airfare, ground transportation, registration costs, per diem – at County rates.

Purpose	Activity	FY 04/05	Cost
Advisory Board Travel	<ul style="list-style-type: none"> Five out of town Board members @\$1,500 per Board member to quarterly Board meetings 	Quarterly	\$15,000
Attend Relevant Conferences	<ul style="list-style-type: none"> Three staff to participate in three-day CA Labor Federation Workforce and Economic Development Programs Conference. This conference will bring together all the labor/management training collaboratives in California. It will be an opportunity to work with State officials who administer workforce development programs. Two staff for 3 days to Dept. of Labor WIA conferences/meetings - Wash, DC Three staff to Working for America Conference for 4 days. This conference brings federal DOL officials together with labor/management partnerships from around the country. Similar to the CA federation conference, only a national level. In the past this conference is where the Program Director established good working relationships with DOL and AFL-CIO staff dedicated to workforce development programs. 	Spring 2005 TBA June 2005	\$3,566 \$2,694 \$5,643
Staff exchange with New York Program to mentor LA staff	<ul style="list-style-type: none"> Travel costs for six staff members from sister program to participate in a staff exchange program with the New York-based health care workforce development program staff where we study together specific aspects of implementation of their model program: curriculum development, adult basic education programs, coach/tutor services etc. NY-based staff will travel to LA to mentor LA-based staff. LA-based staff may travel to NY to observe specific aspects of the NY program 	Summer 2004	\$9,738
Travel to Sacramento and San Francisco	Meetings with State staff and officials as necessary	TBA	\$5,000
Mileage	<ul style="list-style-type: none"> Mileage for 13 staff @ 300 miles /month @ \$.3250/mile Mileage for 9 staff @100 miles/month @ \$.3250/mile Mileage for 9 staff @30 miles/month @\$.3250/mile 		\$19,773
Travel to visit other WDP programs of special interest	Location and dates to be determined	TBA	\$6,582
TOTAL			\$67,996

EXHIBIT D - 2 (Amendment No. 2)

BILLING AND PAYMENT

1. Monthly Billings: Prior to the first of each calendar month, Contractor shall submit an invoice to County for the monthly rental value of WDP central office and instructional space. County shall pay Contractor upon receipt of billing.

Within ten (10) days following the close of each calendar month (or as may be modified by County) Contractor shall provide County with an invoice itemizing its actual expenditures according to the direct cost categories listed in Exhibit C-2.

Indirect costs shall be billed monthly at 1/12 of the amount budgeted in Exhibit C-

2. Following receipt of a complete and accurate invoice, County shall pay Contractor within a reasonable period of time. In no event shall County payments to Contractor hereunder for FY 2004-05 services exceed County's maximum obligation as set forth in Paragraph 6 in the body of the Agreement, or as modified in accordance with Paragraph 7 of Agreement.

All billings shall be submitted within the timeframe and in accordance with the format prescribed by County to comply with the invoicing requirements of the funding source(s).

2. Prior Approval of Travel: Contractor shall obtain written approval of Director for any travel expenses prior to such expenses being incurred.

3. No later than March 31, 2005, Contractor shall submit a report showing its actual costs incurred to date. Following reconciliation of such actual costs by County against any payments that County may have already made (including any payments made in FY 2001-02 for start-up operational costs), if an overpayment occurred, County shall offset such overpayment against future County payments due Contractor. Unless extended by County, Contractor shall reimburse County any amount paid by County in excess of Contractor's actual expenditures, no later than July 15, 2005.